Teamwork Atmosphere and Employees' Organizational Commitment

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Abstract——**Teamwork in the workplace offers the organization and staff the ability to become more familiar with each other, learn how to work together, and commit to the organizational goals. The study examined the influence of teamwork atmosphere on individual employees' organizational commitment. It was carried out using a pre-prepared questionnaire on teamwork effectiveness and self-made questionnaire on organizational commitment. The population of the study were the employees of CBSUA-Calabanga. One-Way Analysis of Variance and Pearson's Product Moment of Correlation were carried out for data analyses. Results revealed that the most evidently experienced teamwork atmosphere was encouraging divergence and innovation but least was praising and acknowledging. Employees were more affectively than continuancely committed. Teamwork atmosphere positively affected employees' organizational commitment.**

Keywords— **Central Bicol State University of Agriculture, Calabanga, Organizational Commitment, Teamwork Atmosphere.**

I. INTRODUCTION

The organizational commitment is an attitude about personnel loyalty to organization and it is a process through which the members of organization show their interest in organization and its success and efficiency. Organizational Commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior [1].

Organizational commitment is important in the eyes of an organization. It is important for organizations to keep talented individual who are engaged in their jobs and are productive workers. Organizational commitment involves the loyalty a worker feels towards the company he works for. Organizational commitment involves more than just organizational loyalty, it entails employee's intrinsically wanting to defend against criticism both internal and external (J. P. R. Meyer, Srinivas, Lal, & Topolnytsky, 2007; Roe, Solinger, & van Olffen, 2008). Organizational commitment is an employee's psychological attachment and sense of loyalty and allegiance to an organization.

Given that the nature of organizational commitment is layered in terms of one's possible commitment level, three specific commitment types have been identified:

Affective Commitment refers to one's feelings of loyalty to a company or organization because he or she believes in the organization. This is the most common type studied and refers to "an employee's emotional attachment to and identification with the organization" (Yap, Ramayah, & Wan Nushazelin, 2012; Zakaria et al., 2014). Due to this loyalty, one is fully willing to accept the organization's goals and values as his/her own. An employee with high levels of affective commitment would find it difficult to walk out on his/her employer. Affective commitment involves staying with the organization because you *want* to (J. P. Meyer & Allen, 1988).

Continuance Commitment refers to an employee feeling that he/she has to stay with the company because the costs of leaving are too great. This is manifested by an individual who maintains commitment to the organization because he/she is unable to match salary and/or benefits at another employer. For many, the vested time and effort put into their work has developed what could be considered nontransferable investments such as a retirement plan, relationships with other employees, and other special interests that may have accumulated over time. For example, in today's turbulent economy it is likely to see an increase in the amount of employees who have a continuance commitment to the organization, as it is not only hard to find a job to match salary and/or benefits of another, but it is hard to find a job at all. Continuance commitment involves staying with the organization because you *have* to (Luchak & Gellatly, 2007; Simo, Enache, Sallan, & Fernandez, 2014).

Normative Commitment refers to the employee that feels that he/she owes it to the employer to stay out of a perceived obligation. These feelings of obligation may come because the employer took a chance on the employee when nobody else would. In turn, the employee feels indebted to the employer. Therefore, by a show of loyalty and duty, it would be difficult to leave. Normative commitment involves staying with the organization because you *ought* to [2], [3], [16].

Lee, Carswell, and Allen [3], [16] feel that the understanding of the construct of occupational commitment is very important for several reasons: (a) people's jobs are major focus' of their lives, (b) the possible link to keeping one's job or relationship with the organization, (c) possible relationships to work performance, and (d) "the understanding of how people develop, make sense of, and integrate their work related commitments".

Other than organizational commitment, studies had also established the positive effects and importance of teamwork atmosphere in the organization. Schermerhorn [17]–[19] stated

that the main teamwork pros are the synergy, which means the creation of a whole that is greater than the sum of its parts, because synergy pools individual talents and efforts to create extraordinary results. While at the same time, teamwork has its advantages, such as social loafing. Social loafing refers to the tendency for individuals to exert less effort when working with the team than when working individually [20], [21].

Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals [22]–[24]. More specifically, teamwork are said to contribute to better productivity [25]–[28] or organizational responsiveness and flexibility [29]–[31]. These benefits are often attributed to the positive impact of teams on commitment to the organization [32]–[36].

Despite the fact that teams are usually expected to improve organizational effectiveness, several challenges exist to teamwork[37]–[39]. Other problems which are visible more to personal experience than in text, such as cultural barriers and communication problems can deter group cohesion [40]–[42]. Another problem teams experience is lack of visible support and commitment from top management [43].

The preceding, above all, were the motivations of the researcher in his attempt to find out to what extent does teamwork atmosphere influence employees' organizational commitment.

Statement of Research Focus

The purpose of this quantitative correlational study was to determine what relationship exists between teamwork atmosphere and employee's organizational commitment in Central Bicol State University of Agriculture, Calabanga, Camarines Sur. In addressing this problem, the following research focused were established:

1. To find out the level of teamwork effectiveness in CBSUA-Calabanga along eight attributes:
   a. clarify vision, set targets and boundaries;
   b. empower and authorize;
   c. praise and acknowledge;
   d. maintain vibrant internal communication;
   e. encourage divergence and innovation;
   f. champion the team externally;
   g. share learning and improve; and,
   h. celebrate and exploit diversity.
2. To assess the employees' level of' commitment along:
   a. affective,
   b. continuance, and,
   c. normative.
3. To examine if there is any significant difference in respondents' organizational commitment among types.
4. To determine how teamwork effectiveness contributes employees' organizational commitment.

II. MATERIALS AND METHODS

A cross-sectional survey design was used because it was ''appropriate for describing the status of phenomena or relationships among phenomena at a fixed point," which was the purpose of this descriptive study [44], [45]. In here, the independent variable is teamwork atmosphere. On the other hand, the dependent variable is organizational commitment. Data were gathered through self-administered questionnaires. The questionnaires consisted of two sections. Section A examined the teamwork atmosphere measured along eight attributes. The teamwork atmosphere contains 40-items rated on a five point Likert scale from 'Not at all or very rarely' to 'Very well or all the time'. This was adapted from http://www.timkemp.co.uk. Section B assessed employees' organizational commitment measured along three types. This is a researchers-made questionnaire completed through item pooling from various reference materials. Scoring was also based on Likert scaling technique (4-1 points) from 'very low' to 'very high'. There were two groups of respondents, the permanent (16) and the contractual (27) employees. The data for each group were summarized using descriptive measures as mean and ranking (for teamwork atmosphere and organizational commitment level). To test for the relationship between teamwork atmosphere and organizational commitment, Pearson's Product Moment of Correlation was carried out.

III. RESULTS AND DISCUSSION

Participants included 27 non teaching personnel and 116 teaching personnel; their ages ranged from 20 to 59 with a mean 33.6 years; only two-thirds of them were female; but, majority of them were college graduate and had been in service for less than 10 years. This demographic audit indicates that employees of CBSUA-Calabanga are of middle age, predominantly female, mostly married and new in the orgazanition.

Among the attributes of teamwork atmosphere (Table 1), the same patterns of experiences were observed among respondents. Both had very well experienced encouraging divergence and innovation (4.11), maintaining vibrant and intenal communication (4.08), and celebrating and exploiting diversity (4.02) in the organization. However, they least experienced championing the team externally (3.93), clarifying, vision, setting targets and boundaries (3.91), and praising and acknowledging (3.89).

TABLE I. DESCRIPTIVE STATISTICS FOR TEAMWORK ATMOSPHERE

Attributes	Weighted Mean	Interpretation
Encouraging divergence and innovation	4.11	U
Maintaining vibrant internal communication	4.08	U
Celebrating and exploiting diversity	4.02	U
Sharing learning and improving	3.98	U
Empowering and Authorizing	3.97	U
Championing the team externally	3.93	U
Clarifying, vision, setting targets and boundaries	3.91	U
Praising and acknowledging	3.89	U
Composite Mean	**3.99**	**U**

This indicates that while the organization is capitalizing on creativity, welcoming new ideas, or thinking how things might be done better, it might have failed to let its people feel valued for what they are and what they contribute. This finding was in consonance with Slechta [46]–[49] four essential components that are keeping most effective team and team members: 1) Positive Culture, emphasize on managers should always make expectation to team and when delegating must empower and give authority each team member for decision making, support and back up their decision. 2) *Give recognition*, make as a regularly event as a positive recognition for employee success, rate from improved, continued to outstanding performances 3) *Positive Feedback*, provide regular basis informal feedback consist of recognition or informal praise and congratulation of the employees, while formal feedback consist of planned report and evaluation that measure outcomes and repeated action of the performance desired, and lastly, 4) *Provide opportunities*, help individual employee to plan for career development challenges and share how their career goals can help the organization in the achievement of its long-term goals.

Comparative analyses of the personnel commitment level (Table 2) disclosed that teaching personnel are more affectively and normatively committed than continuancely committed the non-teaching personnel. While both of them manifested the same level of normative commitment. On the whole, however, the highest level of commitment of the respondents was on affective (3.24); whereas, the least was contunance (2.94).

TABLE II. DESCRIPTIVE STATISTICS FOR ORGANIZATIONAL COMMITMENT

Types of Commitment	*Weighted Mean*	*Interpretation*
Affective	3.24	VH
Normative	3.08	H
Continuance	2.94	H
Composite Mean	**3.09**	**H**

This means that CBSUA employees stay with their organization more because they want to do so than they need to do so. This is congruent with Hosseini's [50] definition of organizational commitment as an attitude about personnel loyalty to organization and it is a process through which the members of organization show their interest in organization and its success and efficiency. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior.

The ANOVA test (Table 3) showed that there was a significant difference among the types of commitment. Thus, Scheffe's *post hoc test* was performed to determine where lies the difference difference between types. Among comparisons, only one was found significaant, the difference between affective and continuance commitment (MD=.30500*; Sig.= .018).

This means that while the level of affective and continuance were one and the same. The distance between affective and continuance was noted be substantial, hence, not just numeric. The affectively committed employee remains within the organization because it appeals to the individual. This occurs because the employee feels devoted to the organization. Also, people who progress in a career with a particular organization usually acquire more organizational commitment than those who join along the way [51]–[54].

TABLE III. COMPARISON OF THE LEVEL OF EMPLOYEES' ORGANIZATIONAL COMMITMENT

Source	Sum of Squares	df	Mean Range	F	Sig
Between Groups	.093	2	.047	20.416*	.018
Within Groups	.007	3	.002		
Total	**.100**	**5**			

(I) Types	(J) Types		Mean Difference	Sig
Affective	Normative		.16500	.090
	Continuance		.30500*	.018
Normative	Affective		-.16500	.090
	Continuance		.14000	.132
Continuance	Affective		-.30500*	.018
	Normative		-.14000	.132

*p < .05. **p < .01. ***p < .001.

In the relationship between teamwork athmosphere and organizational commitement (Table 4), empowering and authorizing (r=.636) as well as maintaining vibrant internal communication (r=.525) had the highest correlations and made the most contribution to affective commitment, followed by praising and acknowledging (r=.508), sharing learning and improve (r=.496) than clarifying vision, setting targets and boundaries which had the least influence on normative (r=.154) and continuance commitment (r=.277).

TABLE IV. RELATIONSHIP BETWEEN TEAMWORK ATMOSPHERE AND ORGANIZATIONAL COMMITMENT

(I) Teamwork	(J) Commitment	R	Sig.
Clarify vision, set targets and boundaries	Affective	.383*	.011
	Continuance	.277	.073
	Normative	.154	.325
Empower and authorize	Affective	.636***	.000
	Continuance	.471***	.001
	Normative	.410**	.006
Praise and acknowledge	Affective	.508***	.001
	Continuance	.335*	.028
	Normative	.336*	.028
Maintain vibrant internal communication	Affective	.525***	.000
	Continuance	.310*	.043
	Normative	.308*	.044
Encourage divergence and innovation	Affective	.392**	.009
	Continuance	.320*	.037
	Normative	.296	.054
Champion the team externally	Affective	.436**	.003
	Continuance	.311*	.042
	Normative	.346*	.023
Share learning and improve	Affective	.496***	.001
	Continuance	.495***	.001
	Normative	.422**	.005
Celebrate and exploit diversity	Affective	.486***	.001
	Continuance	.382*	.011
	Normative	.356*	.019

*p < .05. **p < .01. ***p < .001.

These findings revealed that empowerment and communication are influential factors in maintaining employees' emotional attachments to, identification with, as well as involvement with the organization. David [55] mentioned empowered employees have an increased sense of ownership, thus create happier employees that tend to be more proactive and willing to embrace change. The group of employees felt in control of their destinies and more eager about their roles and passionate about success, which is all good for the company performance. Emmanuel [56] stated that empowerment plays significant role in employee's satisfaction thus promoting performance in organizations. Another benefit of empowerment, Lashon [57] emphasized employers or leaders using the minds of their employees, this able to help them to meet projected goals and objectives a lot faster because more people working toward them. Ability delegation of certain responsibilities to employees will allow leader more time to focus on the areas needed more attention.

In addition, in the high performance organization, employees are required to understand their responsibilities and contribution to desired results. Open communication and continuous learning believes to promoting quality performance and effective teamwork as well as harmonious working environment among employee [58].

Limitations of the Study

One of the study limitations involved a cross-sectional design. Although, this design was chosen only to develop an initial description of the atmosphere of teamwork as well as measure of commitment level in CBSUA-Calabanga. before beginning a longitudinal study that would be more complex in design and more expensive to conduct. Another was that the study has focused only to Calabanga Campus thereby limiting the generalizability of the results obtained.

IV. RECOMMENDATIONS

In future it is recommended that the administration should try to understand the importance of acknowledging bahavior, praising both achievements and efforts of its people, putting some effort into building a relationship among them. Also to further increase organizational commitment, the administration could capitalize and invest on employee engagment in collective goal setting, fair treatment, leadership by example, as well as positive working environment. Further, the authors recommended that further investigation should be conducted by other practitioners and researchers. Further research may be conducted in other campuses in order to validate the findings of this study. In particular, researchers are encouraged to examine the antecedents, constructs of employee organizational commitment variable other than teamwork atmosphere. Longitudinal study could be explored by other researhers to highlight the strenghts and weaknesses of teamwork atmosphere in an organization.

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